

REFORM

ANGLE ON

CRFPST Next Year

For the next year, the Centralized Request for Proposal Support Team (CRFPST) will be concentrating on making the sustainment buying processes faster, better and cheaper. We call our efforts in this area "SPIRIT 97" for Sustainment Process Improvement Reform Implementation Team. The Smart Buyer Program and improved business practices are two initiatives within SPIRIT 97.

Smart Buyer

The Smart Buyer Program is a joint effort by AQ and LG to provide a quantitative tool to buy replenishment spares at the lowest total cost. Today our buying decisions are driven by quantity and need date. We lack the visibility to consider price and lead-time tradeoffs on total pipeline cost. We are developing a tool to permit buyers to identify the lowest total cost lead-time based on price and inventory levels. We plan to work with a selected industry segment to identify the end item cost as a function of delivery schedule. This will form the basis of a total cost curve which can be used to make more business-based decisions. Draft tool anticipated in January 97.

Business practices

We plan to reduce our sustainment costs through implementation of improved business practices. The best practices identified by Lightning Bolt 10 and 10A will be disseminated by the CRFPST and RFPSO community. We expect to gain further insights from benchmarking of private and public enterprises. Then we will determine what can be exported directly or modified to apply to the replenishment spares and contract repair buying. The effort will culminate in a hands-on training module to be ready by Summer 97.

Workshops enhance learning

The CRFPST has been presenting and refining the 3 day RFP streamlining and source selection workshop. The workshops lead participants through preparing a streamlined RFP from user requirements and conducting a source selection. Key learning points include traceability of requirements and the impact of RFP streamlining on source selection. We are on-track to complete all AFMC centers by December. Feedback from all workshops has been highly positive. ASC Pre-Award Support Office conducted the first industry version of the workshops (details inside). The response was so strong that we have developed a strategy to make the workshops available to industry while minimizing the resources necessary to conduct the workshops..

Inside This Newsletter

- "SPIRIT 97"
- BUSINESS PRACTICES
- WORKSHOPS ENHANCE LEARNING

CRFPST Phone:
DSN : 986-0850 Fax: 0905
COM: (937) 656-0850 (NEW)



BEST PRACTICE: Environmental Management within Streamlined Acquisition

Discussion: How does a program manager do less oversight, when compliance with environmental requirements/policies are mandated? The White Paper on Environmental Management within Streamlined Acquisition provides simple, straightforward guidelines for implementing the AF Pollution Prevention Program (within ASC) in light of current AF Acquisition Reform. In particular it addresses:

- National Environmental Policy Act (NEPA) documentation
- Programmatic Environmental, Safety, and Health Evaluation (PESHE)
- Single Acquisition Management Plan (SAMP)
- Request for Proposal (RFP) including specifications and standards
- Ozone Depleting Substance (ODS) Approval
- Joint Group-Acquisition Pollution Prevention (JG-APP)
- Environmental Management Forum within ASC
- ASC P2 Strategic Planning

This white paper has been coordinated across AFMC Centers through the Acquisition Pollution Prevention Center Working Groups, AFMC/DRM, AFMC/AQRE, AFMC/AQ and approved by ASC/CC and updates are on the ASC/EM Home Page (<http://www.ascem.wpafb.af.mil>).

OPR: Lt Col Tim Brotherton, DSN 785-3059 x 308 or Mr Charles Jones, DSN 785-3059 x 311 (ASC/EMV)

BEST PRACTICE: Take advantage of Navy lessons in preparing RFPs

Discussion: Turbo Streamliner is a tool for evaluating Requests for Proposal (RFP) for compliance with acquisition reform principles. This tool, which can be accessed through the Acquisition Reform Office (ARO) Home Page, provides background material for conducting an RFP review, and describes how acquisition reform principles should be applied in fifty topic or functional areas.

Turbo Streamliner is an outgrowth of the Acquisition Reform Office RFP Review Team efforts over the past nine months. The review team evaluated 25 ACAT I and II program RFPs for implementation of Acquisition Reform. With these reviews as background, the team defined how acquisition reform principles applied to various acquisition functions, identified what reviewers looked for during their reviews, and suggested policy and guidance documents and websites related to their topics.

This RFP evaluation tool is intended to evolve as the acquisition community gains greater understanding and experience in applying the tenets of acquisition reform to the preparation of RFPs. Currently Turbo Streamliner can be accessed by topics, RFP sections and by Acquisition Reform principle. Upgrades are already underway to improve the functionality of the Turbo Streamliner -- additional topics will be added throughout this year.

Plans for Turbo Streamliner II include expansion of review guidelines to cover ACAT III and IV and non-ACAT acquisitions, field acquisitions, and adding topics such as simplified acquisitions, multiple task order contracts, and purchase cards. ARO is also investigating the feasibility of adding automatic RFP review report generation and an interactive review capability.

You are invited to ride the Turbo Streamliner today. Hop on via the ARO Home Page, then forward your feedback! Turbo Streamliner is on line at (<http://www.acq-ref.navy.mil/turbo>)

OPR: Bill Mackinson, 602-2728x207, fax 602-5481, mackinson_william@asnrdad.acq-ref.navy.mil

BEST PRACTICE: Establish Integrated Product Development Center (IPDC)

Description: An Integrated Product Development Center (IPDC) was established at SMC to provide to integrated product teams (IPT) hardware and software resources necessary to develop a request for proposal (RFP) and source selection documents. This resource allows the program IPTs to have immediate access to the latest acquisition documents, templates, guides, RFP examples, and tools in a group-ware type environment. A program team or individual members can work in the IPDC to prepare rapidly the RFP and associated source selection documentation. In addition to the acquisition material, the facility is well equipped with communication technology. This enables rapid research, obtaining of reference documents, and coordination with other sites.

OPR: Ron Martin, DSN 833-5495

BEST PRACTICE: New levels of trust between the government and the contractor

Discussion: The Evolved Expendable Launch Program is an Air Force Lead Program preparing for its Pre-EMD module. The System Program Office (SPO) has decided to make the accomplishment of the Statement of Objectives (SOO) a contractual requirement. The contractors will maintain and control their Integrated Task and Management Plan (ITAMP), which is the combined Statement of Work and Integrated Master Plan. During Pre-EMD, the SPO will evaluate the contractors' ITAMP execution and document it using the Contractor Performance Assessment Reporting System (CPARS). The intent is to ensure the contractors have maximum flexibility in executing the ITAMP, and also negate the need for a contract modification each time the contractors change their ITAMP. The SPO released its proposed source selection evaluation standards to the contractors for comment as part of the early industry involvement process. The contractors and SPO held a "line-by-line" review of the Pre-EMD solicitation to help build in quality to the document before release of the draft solicitation in early Jul 96. These initiatives will ensure the contractors understand the Government's requirements, and focus their proposal efforts on the key program discriminators. The source selection team intends to request a minimum amount of information using requirements "templates" to standardize contractor technical input, and a tight proposal page limitation to support a streamlined, electronic source selection. By sharing information with the contractors, the EELV SPO is building trust and improving the source selection process.

OPR: Lt Col Kyle, (310)336-4276.

LESSON LEARNED: IMMATURE "BEST COMMERCIAL PRACTICES" FOR SPACE SYSTEMS REQUIRE FULL AWARENESS OF ASSOCIATED RISKS

Discussion: Two mission failures of the Pegasus XL small launch vehicle (SLV - less than 1000 pounds payload) are attributed to improper risk management by both the program office and developing contractor due to immature commercial practices. (Note that other Small Launch Vehicles, also experienced failures during this time on their first launches.) The AF SLV contracted for what it believed were best commercial practices for SLV launch services associated with the development and launch of a "stretched" Pegasus SLV. The second failure resulted in a complete system-level end-to-end review of the design and launch procedures by the AF/Aerospace Corp., NASA, and BMDO. Both failures are attributed to an overall lack of risk management caused by over-reliance on what proved to be highly immature commercial practices. One reason the practices were immature is the small commercial market for SLVs to launch payloads. SLV commercial business practices have not evolved to the point yet where incentives, warranties, insurance, or other mission "guarantees" have forced the developer to take on enhanced risk mitigation to further assure mission success (with probable costs passed on). It is important to understand the risk associated with emerging commercial practices and develop appropriate business strategies to mitigate that risk. Program offices need insight commensurate with the probability of an unwanted event occurring and the impact to the program.

OPR: LTC Jackson, SMC/TELS, DSN 246-8388

BEST PRACTICE: Workshops Greatly Enhance Learning

Discussion: The PreAward Support Office (PASO) at Aeronautical Systems Center (ASC/SYG) conducted its initial Acquisition Streamlining workshop with a joint group of industry and ASC participants. Although the subject matter of the workshop was by necessity simplified in order to facilitate a 2-day conclusion, participants did receive a “hands on” perspective similar in nature to that of an Integrated Product Team (IPT) going through the entire (pre-award) acquisition process. Participants were provided with a set of requirements and assisted through the risk assessment process, development of their own Statement of Objectives (SOO), creation of an outline for a set of Evaluation Criteria (Section M of the RFP) and Instructions to Offerors (Section L of the RFP), and creation of their own source selection standards. The teams were then provided with a set of 3 proposals which they evaluated using the criteria and standards which they developed. Each team was then given the opportunity to brief a simulated Source Selection Authority (SSA) on their findings.

Through the use of the workshop approach, participants were provided the opportunity to see first-hand how the pre-award process works. They made their own (team-based) decisions when choices/alternative approaches arose. When they evaluated the proposals they were forced to deal with the impacts of their previous decisions. The PASO intends to use the feedback received from this initial session to adjust workshop content and conduct it with a second group of industry and/or government participants in the future.

OPR: John Pagett, ASC/SYG, DSN 785-6677



<u>NAME</u>		<u>DSN</u>	<u>E-MAIL ADDRESS</u>	<u>TITLE</u>
Lach, Robert A.	SES/DV-5	986-0803	lachra@wpgate1.wpafb.af.mil	Director
Rolsen, John F.	Colonel	986-0802	rolsenjf@wpgate1.wpafb.af.mil	Deputy Director
Anderson, Lisa	Major	986-0817	anderslm@wpgate1.wpafb.af.mil	Contracting
Arnold, Mel		986-0818	arnoldmg@wpgate1.wpafb.af.mil	Engineering
Bigi, Bob		986-0823	bigirw@wpgate1.wpafb.af.mil	Safety
Bowen, John	Lt Col	986-0808	bowenjm@wpgate1.wpafb.af.mil	Financial Officer
Burns, Pattie		986-0810	burnspa@wpgate1.wpafb.af.mil	DCMC
Claridy, Sam	TSgt	986-0809	claridsl@wpgate1.wpafb.af.mil	Info Management
Deuster, Marianne		986-0826	deusterm@wpgate1.wpafb.af.mil	Program Mgr
Dininger, Jim		986-0819	diningjm@wpgate1.wpafb.af.mil	Engineer
Edge, Jim	Major	986-0804	edgeje@wpgate1.wpafb.af.mil	Test
Fulmer, Dan		986-0825	fulmerdc@wpgate1.wpafb.af.mil	Contracting
Genschmer, Ron		986-0807	genschr@wpgate1.wpafb.af.mil	DCMC
Gorby, Lori		986-0805	lgorby@wpgate1.wpafb.af.mil	Executive Secretary
Hoag, Diana		986-0828	hoagdr@wpgate1.wpafb.af.mil	Contracting
Knight, Larry	Lt Col (Sel)	986-0830	knightle@wpgate1.wpafb.af.mil	Acq Reform Officer
McKinney, Dave	Lt Col (Sel)	986-0812	mckinnw@wpgate1.wpafb.af.mil	ASP Secretariat
Melusen, Bruce	Lt Col	986-0827	melusebt@wpgate1.wpafb.af.mil	Program Mgr
Miller, Ann		986-0813	miller@wpgate1.wpafb.af.mil	ASP Secretariat
Miller, Janet		986-0820	millerjl@wpgate1.wpafb.af.mil	Logistics
Peterman, Harry		986-0811	hpeterma@wpgate1.wpafb.af.mil	Management Asst
Schuh, Kee Kee		986-0821	schuhke@wpgate1.wpafb.af.mil	Config&Data Mgr
Stidham, Gary		986-0822	stidhamg@wpgate1.wpafb.af.mil	Manufacturing
Stratton, Steve	Lt Col	986-0829	strattsj@wpgate1.wpafb.af.mil	Program Mgr
Thrasher, John		986-0816	thrashjj@wpgate1.wpafb.af.mil	Legal
Witherell, Wayne		986-0814	wwithere@wpgate1.wpafb.af.mil	ASP Secretariat
Zaun, Ray	Major	986-0815	zaunrb@wpgate1.wpafb.af.mil	Logistics